Choosing a Long Range Vision

OCTOBER 3, 2019

JPB Board meeting
Agenda Item#11

Agenda for Today

- Overview & Process
- Outreach Update
- Comments on the Draft Service Vision
- Revised Long Range Service Vision
- Completing the Business Plan
Overview & Process

Timeline

July 2018 – July 2019
- Development and Evaluation of Growth Scenarios

August 2019
- Staff Recommendation for Long Range Service Vision

October 2019
- Refinement and Proposed Adoption of Long Range Service Vision

November 2019
- Organizational Assessment Workshop

Early 2020
- Completion of Business Plan
Choosing a Long Range Service Vision is a key step in developing the Business Plan

The 2040 Long Range Service Vision sets a target for the future that we and our partners can grow towards incrementally.

A successful Long Range Service Vision:
- Is rooted in thorough and credible analysis
- Respects, integrates, and supports the existing plans and commitments that Caltrain and its partners have made
- Is detailed enough to provide actionable guidance to the agency as it develops its own plans and engages with local, regional, and state partners
- Is sufficiently flexible to remain relevant even as the details, timing, and costs of individual projects change or evolve

Why Adopt A Long Range Service Vision?

Adopting a Long Range Service Vision is not the “end” of the Business Plan process. It is a critical policy action that sets a specific goal for the railroad to plan and work towards.

Board adoption of the Vision helps Caltrain narrow its focus so that key planning, organizational and implementation work can advance.

Adopting a Long Range Service Vision is a critical Step in advancing Caltrain’s own work in the region.

An adopted Long Range Service Vision is needed to:
- Provide key inputs needed for terminal planning in San Francisco and San Jose to advance
- Allow Caltrain to present a consistent long range vision to the region and state and identify funding needs
- Help Caltrain pursue more detailed analysis on the Business Plan related to funding, access and connecting service and equity
- Frame and focus the discussion of organizational needs and governance
Organizational Workshop

At the August 1 JPB Meeting, the Board asked staff to identify a time for a special meeting to conduct a “deep dive” into the organizational Assessment Work and report developed during the Business Plan process.

This meeting will provide an opportunity to discuss how the Caltrain organization should evolve to support implementation of the Service Vision adopted by the Board.

Content and Purpose

- Provide Board with a dedicated opportunity to ask Howard questions and discuss OA report
- Provide Caltrain staff with an opportunity to respond to OA report recommendations and outline potential next steps
- Achieve Board consensus on what work and processes should be pursued going forward

Timing & Format

- Confirmed for November 21st from 9am to 1pm
- Formatted as off-site workshop (location TBD)
- Participation by Howard Permut
- Open to public

Sustaining the Railroad

Adopting a Service Vision sets a long range policy goal for the railroad to work towards. It does not commit the JPB or its member agencies to funding the Vision.

Finding the money to fund the Service Vision will be a challenge. In addition to the significant level of capital investment required, new revenues and significant ongoing funding will be required to operate and maintain Caltrain service. This investment is needed on an ongoing basis and potential new sources of funding will be a major focus of analysis and discussion in the remainder of the Business Plan.

Annual Operating Costs

2018
$135 Million
Total Annual Operating Costs

- $97M Covered Directly by Fares
- $38M Other Revenue & Subsidy

2040
$370 Million
Total Annual Operating Costs

- $266M Projected Covered by Fares
- $104M Other Need

In 2018, JPB Member Contributions
Covered $21 million of Caltrain’s non-fare Operating income (with the balance made up by non-fare revenues and grant sources)

All costs shown in 2018 dollars.
Outreach Update

Draft Service Vision Outreach
July 22, 2019 - September 30, 2019

- 25 Public Meetings
- 1,600+ Virtual Townhall Views
- 1,000+ Factsheets Distributed
- 1,200+ Surveys Completed

Rider Engagement
- Station Pop-Ups
- Train Ride Q&A
- Station Message Signs
- Social Media

1,000+
Factsheets
Distributed
1,200+
Surveys
Completed
1,600+
Virtual Townhall Views
25
Public Meetings
Service Vision Factsheet
September 2019 (1,000+ Factsheets Distributed)

Survey Results
September 2019 (1,200+ Responses)

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<th>Service Benefits</th>
<th>Very Excited</th>
<th>Somewhat Excited</th>
<th>Not Excited</th>
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<tbody>
<tr>
<td>Faster Travel</td>
<td>73%</td>
<td>22%</td>
<td>4%</td>
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<tr>
<td>Show up and Go Scheduling</td>
<td>73%</td>
<td>23%</td>
<td>3%</td>
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<tr>
<td>More Flexibility</td>
<td>69%</td>
<td>25%</td>
<td>6%</td>
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<tr>
<td>More Commute Service</td>
<td>66%</td>
<td>27%</td>
<td>5%</td>
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<tr>
<td>More Frequent Service</td>
<td>66%</td>
<td>26%</td>
<td>6%</td>
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<tr>
<td>Capacity for 3x Riders</td>
<td>60%</td>
<td>32%</td>
<td>5%</td>
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<tr>
<td>More Options</td>
<td>54%</td>
<td>34%</td>
<td>8%</td>
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<td>77 miles of all-day service</td>
<td>45%</td>
<td>34%</td>
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<tr>
<th>Regional Benefits</th>
<th>Very Excited</th>
<th>Somewhat Excited</th>
<th>Not Excited</th>
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<tr>
<td>Reducing greenhouse gas emissions</td>
<td>78%</td>
<td>17%</td>
<td>3%</td>
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<tr>
<td>Reducing driving</td>
<td>78%</td>
<td>16%</td>
<td>3%</td>
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<tr>
<td>Trains vs lanes</td>
<td>71%</td>
<td>22%</td>
<td>4%</td>
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<tr>
<td>Carrying more people</td>
<td>63%</td>
<td>32%</td>
<td>4%</td>
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<tr>
<td>Adding jobs</td>
<td>44%</td>
<td>41%</td>
<td>13%</td>
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<tr>
<td>Increasing economic activity</td>
<td>42%</td>
<td>41%</td>
<td>14%</td>
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87% survey responses from people that ride Caltrain
916 comments (in open-ended sections)
Data Visualization Challenge
550+ Downloads

Winner: Jonathon Yu, SF Bay Area resident

Platform
Tableau Data Visualization package

Purpose
Built multiple tabs representing origin to destination travel patterns, station passengers at various times of day, a series of string charts, and more

Functionality
Each scenario is included in the dataset which allows for the user to easily switch variables and factors
## Outreach Activities to Date

### July 2018 – September 2019

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<thead>
<tr>
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<th>2018</th>
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<td>SPUR, Friends of Caltrain, Station Outreach</td>
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<td><strong>Sister Agency Presentations</strong></td>
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<td>SFCTA, SF Capital Planning, TJP, SamTrans, SMCTA, CCAG, VTA, MTC, Diridon Station JPAB</td>
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### Stakeholders Engaged

- **Public Agencies**: 26
- **Jurisdictions**: 21
- **Organizations in the Stakeholder Advisory Group**: 93
- **Stakeholder meetings**: 187

### Public Outreach

- **Public meetings and presentations**: 76
- **Virtual Townhall views**: 1,600+
- **Website views**: 33,400+
- **Survey results**: 2,200+
Comments on the Draft Service Vision

Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Caltrain Service

**Broad Support for the Service Vision**
Wide degree of general support for Business Plan process and for staff recommendation

**Planning for Higher Growth**
Consistent comments asking that Caltrain take a more affirmative, proactive approach to planning for a possible “High Growth” type future

**Emphasizing Refinement and Optimization**
- Specific concerns expressed by some jurisdictions about illustrative service levels shown at individual stations
- Emphasis on need for further service planning over time
Connection and Integration

Connectivity and Seamless Integration with other Systems
Comments about the need for seamless integration with other transit systems (schedule coordination, fares, stations/hubs)

Regional and Megaregional Rail
Requests to include more explicit references to planned and contemplated service expansions of regional and megaregional rail services (ACE, CCJPA, Dumbarton Rail and service to Monterey County)

Blending with High Speed Rail
Comments and questions about relationship and timing of Caltrain service growth relative to High Speed Rail services

Making the Vision Work for Everyone

Making Caltrain Affordable and Equitable
- Comments about need to understand equity implications of Vision
- Requests to focus on making Caltrain accessible and affordable to all

Integrating the Corridor and Communities
- Questions and comments about grade separations (including meaning of ‘not-to-preclude’ 4 tracks)
- Comments about general need to mitigate impacts of increased rail service

Station Area Connections and Development
- Questions about first- and last-mile strategy
- Comments about land uses planned in station vicinity
Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Making it Happen

Next Steps
• Questions about how service improvements can be phased and incremented
• Questions about timing of follow on work and additional studies

Evolving the Organization
Comments that organizational evolution is foundational and necessary to deliver the Vision

Funding the Vision
• Comments that new funding sources are a prerequisite to achieve the Vision
• Comments and questions about funding and cost details

Addressing Comments
The “Service Vision” is a high-level policy statement supported by technical analysis.

Some comments and questions received have been addressed through direct modification of the proposed ‘Vision’ language, while others will be incorporated into the remaining analysis and work required to complete the Business Plan.

For many comments and questions to be fully addressed, subsequent detailed planning and policy efforts will need to be undertaken. The Business Plan will identify this program of work.
Caltrain Long Range Service Vision
Revised Staff Recommendation

(1) Caltrain’s Long Range Service Vision directs the railroad to plan for a substantially expanded rail service that, by 2040, will address the local and regional mobility needs of the corridor while supporting local economic development activities. When fully realized, this service will provide:

A. A mixture of express and local Caltrain services operated in an evenly spaced, bi-directional pattern.

B. Minimum peak hour frequencies of:
   i. 8 trains per hour per direction on the JPB-owned corridor between Tamien Station in San Jose and San Francisco, extended to Salesforce Transit Center at such time as the Downtown Extension is completed
   ii. 4 trains per hour per direction between Blossom Hill and Tamien Stations, subject to the securing of necessary operating rights
   iii. 2 trains per hour per direction between and Gilroy and Blossom Hill Stations, subject to the securing of necessary operating rights

C. Off-peak and weekend frequencies of between 2 and 6 trains per hour per direction north of Blossom Hill and hourly between Gilroy and Blossom Hill, with future refinements to be based on realized demand

D. Accommodation of California High Speed Rail trains, in accordance with the terms of existing and future blended system agreements between the JPB and the California High-Speed Rail Authority.
   Accommodation of California High Speed Rail, Capitol Corridor, Altamont Corridor Express and freight services in accordance with the terms of existing agreements

E. Delivery of these services will occur through the incremental development of corridor projects and infrastructure to be further defined through individual planning process, feasibility studies, and community engagement. At this time, such infrastructure is conceptually understood to include:
   i. Investments in rail systems including a new, high performance signal system
   ii. Station modifications including platform lengthening, level boarding, and investments in station access facilities and amenities to support growing ridership and improve customer experience
   iii. New and modified maintenance and storage facilities in the vicinity of both terminals as well as the expansion of the electrified Caltrain fleet.
(1) continued

E. Delivery of these services will occur through the incremental development of corridor projects and infrastructure to be further defined through individual planning process, feasibility studies, and community engagement. At this time, such infrastructure is conceptually understood to include;

iv. A series of short, 4-track stations and overtakes at various points throughout the corridor

v. Completion of key regional and state partner projects including
   1. The Downtown Extension to the Salesforce Transit Center
   2. The reconstruction of Diridon Station and surrounding rail infrastructure
   3. The reconstruction and electrification of the rail corridor south of Control Point Lick to the Gilroy Station
   4. Additional improvements to allow for the operation of High Speed Rail service between Gilroy and San Francisco
   5. The substantial grade separation of the corridor as well as safety upgrades to any remaining at-grade crossings, undertaken in a coordinated strategic manner driven by the desires of individual local jurisdictions as well as legal requirements associated with any proposed 4-track segments.

(2) Caltrain’s Long Range Service Vision further directs the railroad to continue its planning for consideration of a potential “higher” growth level of service as well as potential new regional and megaregional connections, in the context of major regional and state rail planning. Specifically, the Long Range Service Vision directs the railroad to;

A. Work with regional and state partners to collectively plan for and study the feasibility and desirability of higher levels of service in the context of major regional and state rail initiatives as well as expanded regional and megaregional rail connections. This work includes planning related to the Dumbarton Rail Corridor, a potential second Transbay Crossing, the potential for expanded Altamont Corridor Express and Capitol Corridor services, a potential extension of rail service to Monterey County, and ongoing planning related to the California High Speed Rail system.
Caltrain Long Range Service Vision
Revised Staff Recommendation

(2) continued

B. To take certain specific actions to anticipate and, where feasible and financially practicable, not preclude facilitate such higher levels of service and connections as they specifically relate to:
   i. The planning of rail terminals and related facilities
   ii. The sale or permanent encumbrance of JPB land
   iii. The design of grade separations in areas where 4-track segments may be required
   iv. The sizing of future maintenance facilities and storage yards

C. To return to the Board with a recommendation regarding any formal expansion of the Long Range Service Vision at such a time as clear regional and state policy and funding commitments are in place, and the financial, operational, and physical feasibility of such an option on the corridor has been confirmed, and community impacts have been assessed and affected communities have been consulted.

(3) Caltrain’s Long Range Service Vision directs the railroad to prepare for the implementation of the Vision by:

A. Completing the Caltrain Business Plan including additional analyses of issues related to funding, connectivity and access, and equity as well as the identification of a detailed implementation program of next steps and follow on work

B. Evolving the organization in a manner that best prepares the railroad to deliver the service vision by deliberately and transparently addressing the issues of service delivery, internal organization and governance

C. Seeking the new and dedicated sources of funding that will be needed to sustain the railroad's operation and to incrementally implement the long range service vision
Finally, Caltrain’s Long Range Service Vision directs the railroad to periodically reaffirm the Vision to ensure that it continues to provide relevant and useful guidance to the railroad. Such reaffirmations should occur:

A. At a regular intervals of no less than 5 years

B. In response to significant changes to JPB or partner projects that materially influence the substance of the Long Range Service Vision

Completing the Business Plan
Timeline

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August 2019
Staff Recommendation for Long Range Service Vision

October 2019
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November 2019
Organizational Assessment Workshop

Early 2020
Completion of Business Plan

Remaining Technical Analysis

Rounding Out the Vision

With a 2040 Service Vision adopted, how can Caltrain “Round Out” its vision for the future?

During the fall of 2019, additional technical and policy analysis will be undertaken to focus on areas that were highlighted as important through stakeholder outreach and help complete the picture of the railroad Caltrain hopes to become.

- Analysis of connections to other systems & station access options
- Equity analysis & focus on growing ridership by making Caltrain accessible to all
- Review of funding options and revenue generation opportunities to support the Vision
Remaining Technical Analysis

Making it Happen

With a 2040 Service Vision adopted, what will the next 10 years look like for Caltrain? What are the key actions and steps we need to focus on next?

During the fall of 2019, additional technical and policy analysis will be undertaken to focus on what Caltrain can achieve over the next decade and the key near term steps and work that will be needed to make it happen.

Building towards the Vision with service concepts for initial electrification and options for growth and investment through the 2020s

Accompanying 10-year financial projections and funding plan

Identification of a program of key planning, policy and organizational next steps

FOR MORE INFORMATION
WWW.CALTRAIN2040.ORG
BUSINESSPLAN@CALTRAIN.COM
650-508-6499